



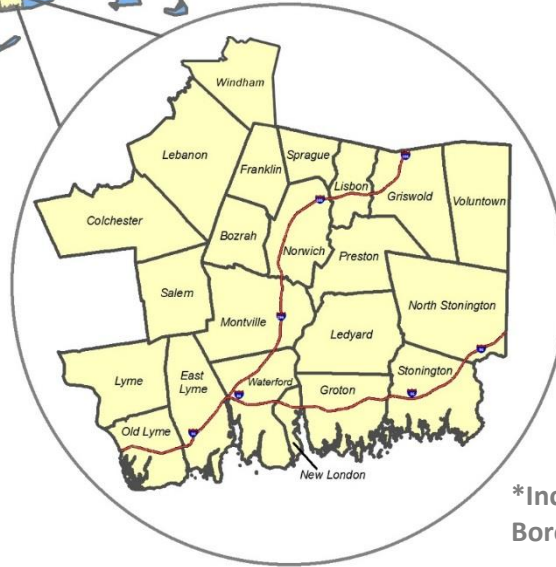
SOUTHEASTERN CONNECTICUT ENTERPRISE REGION



FY 2015-2016 ANNUAL REPORT



seCTer Municipalities *



*Includes Stonington
Borough and City of Groton

A private, non-profit, regional Economic Development Agency providing the municipalities of New London County with a variety of services and resources to use in strengthening their economies and the economy of the region. We are funded in part, by the municipal contributions of the 22 cities and towns of New London County and the town of Windham.

Cover Photos Left to right from the top:

Thames River Heritage Park Water Taxi

Carriage at Allegra Farms,

Brian Civitello, Mystic Cheese

Mystic-Groton Public Input events for the CEDS at the Mystic VFW

Public input captured at the Willimantic SWOT event held at Eastern CT State University

Mr. Klimas presenting PTAP procurement specialist Nicole Melville with a "Certificate of Appreciation" on behalf of the Terryville Lions Country Fair.

Congressman Joe Courtney visiting seCTer loan client Dante Grassi of Dante LLC

USS California

USCG Cadet presenting Capstone Project

Southeastern Connecticut Enterprise Region Corporation MISSION STATEMENT

seCTer's mission is to stimulate and support economic development and diversification within southeastern Connecticut and adjacent areas of Rhode Island. seCTer shall pursue this mission through a broad range of initiatives and programs, including the following:

- *Foster a climate favorable for economic development and diversification through educational and informational programs reaching government officials and the general public.*
- *Support the retention and expansion of existing businesses and the start-up of new businesses.*
- *Recruit new businesses through a marketing program that promotes the region's resources and competitiveness.*
- *Coordinate economic development activities among the region's municipalities, with state and federal agencies, and with other organizations.*
- *Participate in efforts to meet the infrastructure needs of a growing regional economy.*
- *Define and update the region's economic goals and strategy through periodic analysis of the region's economic needs and opportunities.*

Congratulations to the Southeastern Region's 2015 Celebrate CT honorees Allyn Brown III, Maple Lane Farms and John Beauregard, Eastern CT Manufacturing Pipeline Initiative



Bob Santy, CERC and Commissioner Smith, DECD presenting John Beauregard the Celebrate CT Award (left) and Juliet Hodge, seCTer and Bob Mills, NCDC presenting Allyn Brown III with the Celebrate CT Award on behalf of CERC and DECD.

A LETTER FROM THE CHAIRMAN AND EXECUTIVE DIRECTOR

Dear Colleagues,

Fiscal year 2016 was once again a challenging and thought provoking year for seCTer. We faced and addressed several issues and opportunities. As you are all aware, the world around us is changing and evolving at a very rapid pace. To survive, organizations need to be flexible and adaptable to these changes in order to both survive and provide the services their clients require and expect. To that end, the seCTer Board and Staff engaged in a number of areas focused on positioning seCTer for long-term success. The first was a thorough review and refresh of our bylaws which have been updated and were approved by the board at our September meeting. The bylaws have retained the key elements of previous bylaws but have been streamlined and adjusted to reflect our current board structure, the types and number of board members, and greater clarity on the roles and responsibilities of the Executive Committee, the Executive Director, and our committees.

In parallel with our bylaws effort we have undertaken a review of our Strategic Plan. While not completed for our Annual Meeting, our strategic plan is targeting key imperatives for the organization so that we become a more viable, sustainable, and accountable organization to our members and the region at large. This work is expected to be completed by the end of 2016.

Every five years we, as the designated Economic Development District (EDD) lead, are required to submit a new Comprehensive Economic Development Strategy (CEDS). This effort is progressing but in a different way from past CEDS. In the past the CEDS essentially contained the top projects from our member municipalities. This year the team has been focused on creating a 'regional strategy' which ensures we are planning to grow within a 'transformational economy' versus the traditional 'fixed economy'. It is being written in a way that municipal projects, business projects, and collaborations will fall within the CEDS without having to be specifically identified today.

In order to ensure stronger fiscal guidance for the corporation, we have created a Finance Committee which meets regularly and reviews our budget, our monthly expenditures, and our income sources in more detail.

We are grateful for the continued financial support for seCTer's programs provided during the year by our member municipalities, CT Department of Economic and Community Development, the U.S. Defense Logistics Agency, and the U.S. Economic Development Administration. We are indebted to Liberty Bank, Jewett City Savings, Savings Institute, Frontier Communications, CMEEC, Groton Utilities, Mohegan Sun, SCCOG, the Towns of Groton, Stonington, East Lyme, New London, and North Stonington, NCDL, The US Coast Guard Academy, Three Rivers Community College, Eastern CT State University, and the Mystic VFW for their contributions for the development of the CEDS.

seCTer would not have weathered all of these changes and adjustments this past year if not for the patience, dedication, and commitment of our staff. We offer a sincere thank you to each and every one of them: Ann Chambers, Frank Dixon, Pat Glynn, Juliet Hodge, Nicole Melville, Robert Sember, Debbie Smith, and Lisa Wood. A special thanks goes out to Teresa Alaimo who provides accounting and financial services support.

We want to express our appreciation to members of the Board of Directors for their dedication, guidance and participation as we move our strategic plan forward with annual goals and objectives.

Specific details on our major programs this past year are addressed in the individual sections for each program of this annual report.

In closing we want to leave you with one last thought, that being messaging. Over the past decade or so the message about Southeastern Connecticut has been one of 'despair' and we've lived that. Our interaction with the Staff, the Board, and the Community at-large engages in a different message, that being one of assets and opportunities. As such, we both firmly believe that collectively we own the message about our Region and it is time for us to make it a positive one. To that end we ask you to join us in sending out the new message that Southeastern Connecticut has great assets and skills ready to make this an even better place to work and live.

Sincerely,



Charles Seeman
Chairman, Board of Directors



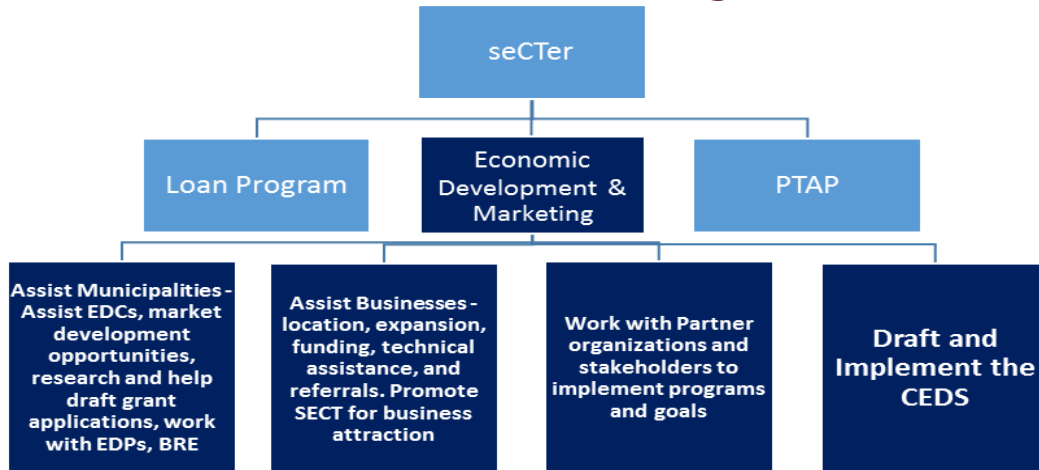
Sean T. Nugent, PhD
Interim Executive Director



2015 seCTer Annual Meeting

PROGRAM HIGHLIGHTS

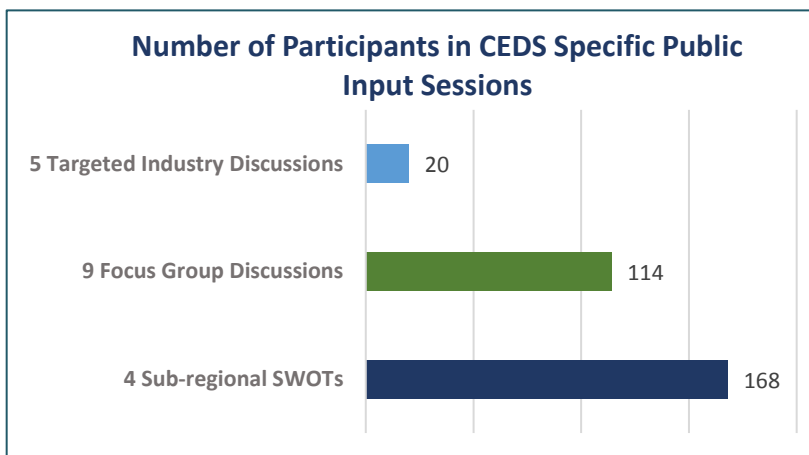
Economic Development and Marketing Program Director, Juliet Hodge



The Economic Development and Marketing component of seCTer's overall program embraces strategic planning as well as efforts to support existing businesses and attract and facilitate new economic growth in Southeastern Connecticut by coordinating economic development activities among the region's municipalities with state and federal agencies and other organizations. The following are highlights of activities over the year.

The Economic Development and Marketing program focused on several initiatives during the last year including drafting the [2016 Comprehensive Economic Development Strategy \(CEDS\)](#) and developing a [new website](#) for seCTer.

Comprehensive Economic Development Strategy (CEDS) – 5 year update



Due to the difficulties encountered trying to implement and track the progress of the 2011 CEDS, the 2016 CEDS will embody a different approach. The Economic Development and Marketing Committee, under the direction of Bob Mills and Juliet Hodge, serves as the CEDS Strategy Committee. The Committee members agreed to a planning process that included a very intensive effort to gather public input with the objective of increasing

stakeholder buy-in. This effort included hosting four SWOT analysis sessions to determine regional strengths, weaknesses, opportunities, and threats; nine Focus Group discussions on topics relevant to economic development in SECT; and with the help of Camoin Associates, six additional targeted industry focus group discussions were held. Approximately 300 people representing the public and private sectors participated in these events. A final Goals and Visioning Session is also being planned before the end of 2016.

Input gathered from workshops and other regional planning efforts outside seCTer – but relevant to Economic and Community Development (such as the Resiliency Workshops, Regional Plan of Conservation and Development, Community Health Assessment, The Workforce Investment Board Comprehensive Plan, and others) will also be considered as we develop goals and objectives for the CEDS.



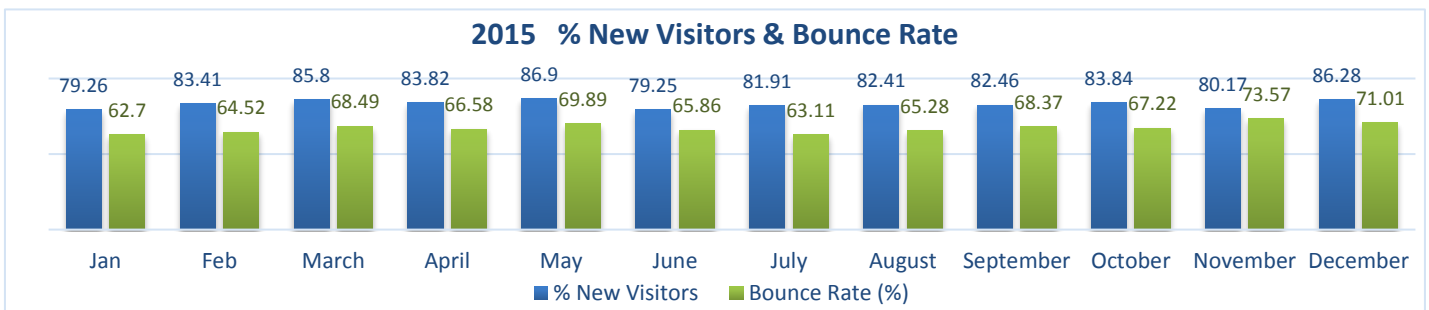
Willimantic, Groton/Mystic, Norwich, and New London Sub-regional SWOT Events

The CEDS Strategy Committee members agreed that the success of this CEDS will be determined by (1) the appropriate metrics to monitor our progress and (2) the creation of goals and actions by our partners that have a clear and direct benefit to them and the region as a whole. It is also our plan to track implementation via the new website (currently being designed).

Thanks to the generous contributions from area stakeholders, seCTer contracted with Camoin Associates to assist with the overall data profile for the region, and will receive assistance from the Southeastern CT Council of Governments, Norwich Public Utilities, and members of the CEDS Strategy Committee to produce some of the Maps to be used in the document. Many thanks to the Economic Development and Marketing Committee and subcommittee members for all their assistance and input in the planning process to date!!

New Website

Based on our discouraging analytics from the current website usage, and after careful consideration, seCTer contracted with *We Are Immediate*, a web design company based in New York, to redesign our outdated website.



Staff is working with the design team to develop the new site and to begin the process for considering rebranding the organization. This initial work will be shared with the Strategic Planning Committee to obtain feedback and build into the new Strategic Plan for the Corporation. This will then be vetted with the Executive Director, The Executive Committee, and the full Board to determine the final path forward. We hope to have the new site live by Q2 2017. Stay tuned!

Training and Outreach

- seCTer and CCM co-hosted a workshop on **Tax Incentive Financing** – presented by Murtha Cullina, LLP. Approximately 50 people attended. It was very well received and we hope to host more workshops in the future.
- In seCTer's ongoing efforts to foster regional entrepreneurial programs, we continue to work with the **Southeastern CT Entrepreneurs Network** members to create a vibrant network to enhance entrepreneur productivity. seCTer, SECTen and CURE cohosted a Happy Hour event at the Mystic Marriott in November. In addition to several SECTen members, representatives from UCONN TIP, CURE, GBA, and local businesses attended the event. seCTer staff also developed and administered a member survey to determine future topics of interest and reasons for (or for not) participating in events hosted to date. Now that CURE Commons is open, future SECTen meet-ups will likely occur at the CURE facility.
- Though not entirely within the 2015-16 Fiscal Year, seCTer has joined forces with CURE Commons, SPARK Makerspace, and stakeholders from both the public and private sectors from the City of New London and both Grotons to help steer an exciting collaborative effort centered around the **CT Next Innovation Place Designation** initiative.

Technical Assistance and Ongoing Service on Boards and Commissions

J. Hodge serves on the following Boards and Commissions:

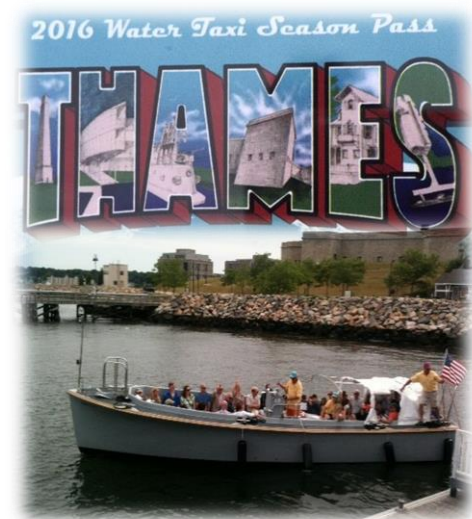
- Chairman of the **City of Groton EDC** from January 2015 to March 2016: Working on implementing several objectives in their strategic plan.
- **CEDAS BOD** and on their Policy Subcommittee
- Business Subcommittee of the **Greater Norwich Area Chamber of Commerce**
- **RESF-7 Private Sector Business Response Committee** which hosted a Regional Emergency Response - Table-top exercise in August.



CURE Innovation Commons with independent and shared laboratories, offices, co-working spaces, conference rooms and a large meeting and event area.



Spark Makerspace is a community-run workshop and learning center in New London CT



- **Thames River Heritage Park** (TRHP) Transition Team and now serves on the BOD of the formal **TRHP Foundation** officially granted 501C(3) Status this Spring. The TRHP was awarded \$200,000 from the State of CT for the first 2 years of operational costs and received two former Navy Utility Boats to be used for the water taxis during the summer season.

Helping our manufacturers...seCTer assisted two local manufacturers (**Mystic Cheese** and **Analytical Technologies Group, LLC**) with their successful applications to the State of CT for grants offered through the Connecticut Manufacturing Innovation Fund Voucher Program (CTMVP) to purchase equipment to expand operations, and to provide training for employees on new systems and equipment (respectively).

Promoting our Services...Program Directors were invited to speak at the following meetings to provide information on seCTer and services offered:

- *The Eastern CT Association of Realtors*
- *The Groton Business Association*
- *The Towns of Windham, Colchester, and Voluntown Economic Development Commission Meetings*

Collaborating with partners... seCTer is proud to have been part of the collaborative effort to create one regional calendar for Eastern CT. The Regional Calendar Project, or C.O.R.E., is the result of many months of collaboration between the participating agencies, and represents a shared agency goal of strengthening and uniting Southeastern CT. This initiative connects business, economic and creative efforts for a collaborative approach to efficiently serve our region. By leveraging the combined resources of these forces, we will increase our region's ability to serve residents, businesses and visitors.

Participating Agencies:

- *Chamber of Commerce Eastern CT*
- *New London Main Street*
- *Norwich Creates*
- *Southeastern CT Cultural Coalition*
- *Southeastern CT Enterprise Region (seCTer)*
- *The Day Publishing Company*

Supporting Partners:

- *Greater Mystic Chamber of Commerce*
- *Greater Norwich Chamber of Commerce*



Workers at TASM-G and Survival Systems during a tour of the Groton - New London Airport facility last September; Commissioner Catherine Smith presenting at a Business Breakfast in Groton

seCTer Loan Program: Director Ann Chambers

Achievements and Challenges

It was a year of challenges with increased competition for the small business market. We were faced with changes to the Lending Partner fee structure for administering the Small Business Express Program (SBEP) for the Department of Economic and Community Development (DECD) but made the decision to continue our partnership with DECD. This program is a valuable resource to small businesses in our region and is another tool in our economic development toolbox, but it has its challenges, most notably, it competes for the same clients as other SeCTer and Lending Partner programs.

During the past fiscal year, seCTer closed new loans totaling \$503,000 and approved an additional \$185,000 loan that was pending at the end of the fiscal year. There were several loan applications in progress but not yet approved at year end.

Loan Fund	Balance Outstanding	Available to Lend
SBLF (Fund 1)	\$ 664,944.00	\$ 106,621.00
RRLF (Fund 2)	\$ 679,588.00	\$ 282,320.00
SRDF (Fund 3)	\$ 3,272,583.00	\$ 1,296,466.00
CTSBLLP (Fund 4)	\$ 187,251.00	\$ -
SBEP #1 (Fund 5)	\$ 467,179.00	\$ -
SBEP #2 (Fund 6)	\$ 193,500.00	\$ 806,500.00
LEND A HAND (Fund 7)	\$ 37,302.00	\$ 67,798.00
TOTAL	\$ 5,502,347.00	\$ 2,559,705.00

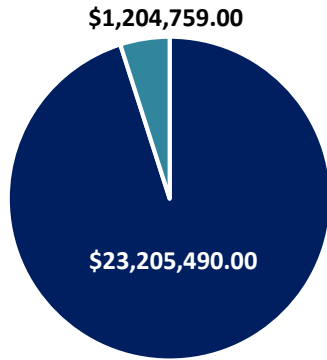
(Small Business Loan Fund, Regional Revolving Loan Fund, Southeast Regional Development Fund, CT Small Business Loan Partner Program, Small Business Express Rounds 1 and 2, Lend a Hand Fund)

Transactions of note for 2016 include funding for: updated Machinery & Equipment for Beer'd Brewing Company, a Microbrewery in Stonington; Machinery & Equipment and Leasehold Improvements for Tranquil Balance, a Massage & Float Therapy facility in East Lyme; and for Research & Development and Working Capital for AgroSci, an Agribusiness in Colchester that designs, builds and installs Greenwalls.



*Left to right from top:
Beer'd Brewing Co., float
tank at Tranquil Balance;
Green Wall installations,
AgroSci.*

Monies Lent vs Charge Offs



■ Total Funds Lent ■ Total Charge Offs Inception through FYE 2016

Loan Loss Reserves, as approved by the Special Assets Committee, were at \$330,000 on 6/30/2016 and are deemed to be adequate by our auditors. However, there are a few new regulatory proposals concerning the adequacy of loan loss reserves making their way through Sub-Committees in Congress that will be effective in 2019-2020, and that we have begun to address as they will have an impact on future annual budgets.

Job reporting for the seCTer portfolio indicates that we created 11 jobs and that 13 jobs were retained with the financial assistance provided by seCTer loans.

Other Activity

Cadets at the USCGA prepared and presented a Cost/Benefit Analysis of three of the most active SBA Loan Programs available to non-Bank Lenders: MicroLoans, Community Advantage Loans and 504 Loans. In discussions that followed this presentation, and in meetings with Anne Hoyt, the District Director of the CT office of the SBA, William Tierney, Lender Relations Specialist, also of the CT Office of the SBA and the Loan Administration Board, we determined that the best way forward was to apply to become a Certified Development Financial Institution (CDFI); that process is currently underway. Other activity included:

- We applied for designation as a Guaranteed Lender through the USDA; that application was withdrawn after changes to the Program impacting non-traditional lenders, initiated by Congress made SeCTer's potential participation financially unreasonable.
- We entered into Workout Agreements/Modifications with a few delinquent clients and we are pleased to report that they are adhering to their new loan schedules. We had one account in foreclosure at year end.

The Director of Loan Programs served on the Board of Directors of the CT Maritime Heritage Festival; participated in the Submarine Century activities, was re-elected as Secretary of the Bozrah Volunteer Fire Company and re-certified as an Emergency Medical Technician-Basic in Connecticut. She was also appointed to the Bozrah Farmer's Market Committee.



USCGA Cadets with Ann Chambers and Stephen MacKenzie at the presentation of the Cost -Benefit Analysis Capstone Project



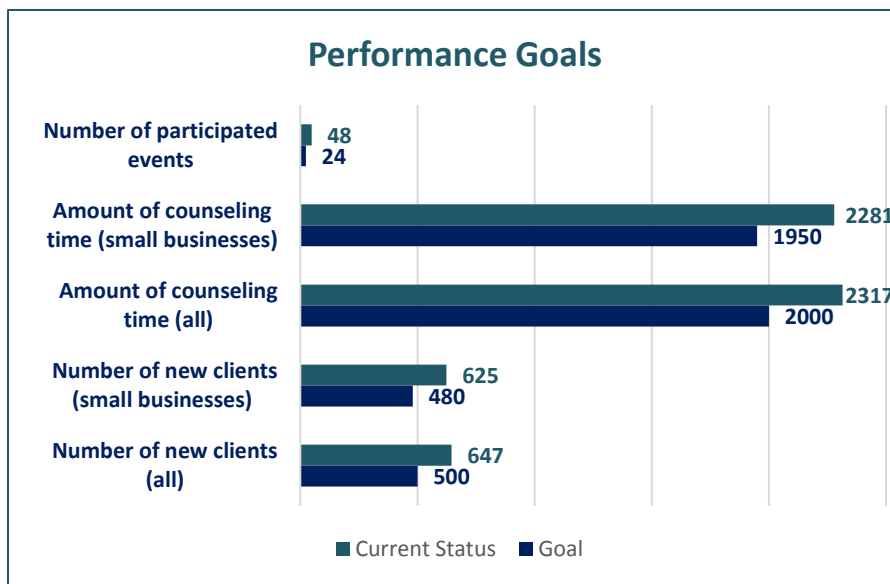
Bonfire at Bozrah Farmer's Market

The Director of Loan Programs would like to take this opportunity to thank Pat Glynn, Teresa Alaimo, The Loan Administration Board and the Special Assets Committee for their assistance and support.

Connecticut Procurement Technical Assistance Program (CT PTAP)

Director, Lisa Wood

CT PTAP began its year on September 1, 2015. All performance goals set by the Federal and State Government were achieved and/or exceeded for the fiscal year ending August 31, 2016. The Program has satellite offices in New Haven, Milford and Rocky Hill which enables the program to provide services throughout the State. Director Wood has been successful in securing in-kind space with the Fairfield Business Council in Stamford. A candidate search is currently underway. A spot has also been created with the Veterans Home in Rocky Hill. This location is the future site of an extensive Veteran Business incubator and will also host the Small Business Development Center (SBDC) and the Veterans Business Outreach Center (VBOC).



Number of new clients (all businesses)	129% of Goal
Number of new clients (small businesses)	130% of Goal
Amount of counseling time (all businesses)	116% of Goal
Amount of counseling time (small business)	117% of Goal
Number of participated events	200% of Goal



Awards and Clients

During FY 15-16, the CT PTAP registered 152 new clients for government contracting assistance and reported 2,317 counseling sessions to hundreds of Connecticut businesses. PTAP provided services to approximately 76 clients within the seCTer Region. These clients reported winning over \$57 million in government contracts/subcontracts over the last PTAP fiscal year.

Awards reported for the past fiscal year have reached \$127million, to date, and are still being collected at press time. These awards are reported by the businesses and reflect only awards that are attributable to PTAP assistance. Using the formula of one job created for every \$50,000 of awards placed, we estimate that approximately 2,540 jobs have been created.

Outreach

The PTAP participated in 48 outreach events and seminars statewide. PTAP also continued the webinar series showcasing pertinent government contracting themes. These webinars are free and available to any interested party. On June 2nd, 2016, PTAP joined with the SBA, State of Connecticut, and the Northeast Regional Council in conducting a matchmaker event



Matchmaker Event, Hartford

at the University of Hartford. This event brought together over 250 small businesses with over 60 prime contractors and government agencies.

Our Statewide Director continues to be active in the professional development program for the national organization of PTACs, and The Association of Procurement Technical Assistance Centers. Director Wood has authored two more papers for the *Body of Knowledge* that will be utilized as a training tool for new and existing counselors nationwide. Topics for the paper were *Contracting Compliance* and *Service Contracting*.

The CT PTAP continues to be involved in the Department of Economic and Community Development (DECD) initiatives such as the Minority Participation Program and Supplier Connections. Director Wood has also been asked to sit at the Veteran's Small Business Roundtable by Commissioner Sean Connelly. This exposure should help give the seCTer a more competitive edge when negotiating for next year's State award.

The photos below illustrates the Matchmaker in progress and the PTAP team in action at the different outreach events.



CT Business Matchmaker Event, Hartford CT



Minority Business Expo, Foxwoods Resort Casino



LBGT Chamber of Commerce Business Expo

**SOUTHEASTERN CONNECTICUT ENTERPRISE
REGION CORPORATION
STATEMENT OF FINANCIAL POSITION
JUNE 30, 2016
(With Summarized Financial Information for 2015)**

ASSETS

	2016	2015
Cash	\$ 6,610	\$ 90,441
Investments	346,688	414,898
Grants receivable	29,329	42,171
Accounts receivable	120,786	92,318
Prepaid expenses	17,559	13,976
Restricted cash and investments	2,638,968	1,693,675
Loans receivable, less allowance for doubtful loans, net	4,324,387	4,421,047
Property and equipment, net	6,130	9,846
Total assets	<u>\$ 7,490,457</u>	<u>\$ 6,778,372</u>

LIABILITIES AND NET ASSETS

LIABILITIES

Accounts payable	\$ 7,526	\$ 28,278
Accrued expenses	60,285	49,031
Due to Connecticut - small business lending partner program	36,082	46,586
Due to Connecticut - small business express program	24,282	22,141
Due to funding source - small business express program	806,500	-
Deferred grant revenue	45,804	53,459
Total liabilities	<u>980,479</u>	<u>199,495</u>

NET ASSETS

Unrestricted	353,079	464,155
Temporarily restricted	6,156,899	6,114,722
Total net assets	<u>6,509,978</u>	<u>6,578,877</u>
Total liabilities and net assets	<u>\$ 7,490,457</u>	<u>\$ 6,778,372</u>

**SOUTHEASTERN CONNECTICUT ENTERPRISE
REGION CORPORATION
STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2016
(With Summarized Financial Information for 2015)**

	2016			2015
	Unrestricted	Temporarily Restricted	Total	Total
SUPPORT AND REVENUE				
Grant revenue	\$ 729,421	\$ -	\$ 729,421	\$ 734,866
Contributions	96,488	60,971	157,459	84,675
Interest income	138,572	70,541	209,113	281,493
Program fees	20,792	741	21,533	68,238
Investment income	33,133	-	33,133	47,060
Unrealized (loss) gain on investments	(40,785)	-	(40,785)	(30,409)
Loan write-offs and allowances	-	(24,500)	(24,500)	(73,993)
Loan recoveries	575	-	575	-
Net assets released from restrictions:				
Satisfaction of purpose restrictions	65,576	(65,576)	-	-
Total support and revenue	<u>1,043,772</u>	<u>42,177</u>	<u>1,085,949</u>	<u>1,111,930</u>
EXPENSES				
Program services				
Regional revolving loan fund	41,675	-	41,675	38,506
Small business loan fund	39,411	-	39,411	39,906
Southeast regional development fund	68,400	-	68,400	51,569
Connecticut small business lending partner program	5,855	-	5,855	12,714
Connecticut small business express fund	22,817	-	22,817	21,650
Comprehensive economic development strategy	73,479	-	73,479	70,000
Procurement technical assistance center	646,966	-	646,966	672,464
Total program services	<u>898,603</u>	<u>-</u>	<u>898,603</u>	<u>906,809</u>
Supporting services				
Management and general	256,245	-	256,245	317,254
Total expenses	<u>1,154,848</u>	<u>-</u>	<u>1,154,848</u>	<u>1,224,063</u>
Change in net assets	(111,076)	42,177	(68,899)	(112,133)
NET ASSETS, beginning of year	<u>464,155</u>	<u>6,114,722</u>	<u>6,578,877</u>	<u>6,691,010</u>
NET ASSETS, end of year	<u>\$ 353,079</u>	<u>\$ 6,156,899</u>	<u>\$ 6,509,978</u>	<u>\$ 6,578,877</u>

**SOUTHEASTERN CONNECTICUT ENTERPRISE
REGION CORPORATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2016
(With Summarized Financial Information for 2015)**

	<u>2016</u>	<u>2015</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (68,899)	\$ (112,133)
Adjustments to reconcile the change in net assets to net cash provided by (used in) operating activities:		
Unrealized loss on investments	40,785	30,409
Depreciation and amortization	3,716	4,049
Bad debt expense	24,500	73,993
Changes in operating assets and liabilities:		
Grants receivable	12,842	(14,174)
Accounts receivable	(28,468)	5,540
Prepaid expenses	(3,583)	(1,426)
Loans receivable	72,160	(280,193)
Accounts payable	(20,752)	20,516
Accrued expenses	11,254	3,149
Due to Connecticut small business lending partner program	(10,504)	(6,621)
Due to Connecticut small business express program	2,141	(20,646)
Due to funding source	806,500	-
Deferred grant revenue	(7,655)	2,117
Rent security deposit	-	(615)
Net cash provided by (used in) operating activities	<u>834,037</u>	<u>(296,035)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of investments	819,539	691,000
(Increase) decrease in restricted cash and investments	(945,293)	339,325
Purchase of investments	<u>(792,114)</u>	<u>(721,859)</u>
Net cash (used in) provided by investing activities	<u>(917,868)</u>	<u>308,466</u>
NET (DECREASE) INCREASE IN CASH	(83,831)	12,431
CASH, beginning of year	<u>90,441</u>	<u>78,010</u>
CASH, end of year	<u><u>\$ 6,610</u></u>	<u><u>\$ 90,441</u></u>

BOARD OF DIRECTORS – 2016

POSITION

NAME

ORGANIZATION

Chairman	Charles Seeman	UCFS, Norwich
1 st Vice Chairman	Michael Carey, Esq.	Suisman Shapiro, New London
2 nd Vice Chairman	Richard Erickson	Planning Consultant, Norwich
Secretary	Ed Dombroskas	Eastern Regional Tourism District, Mystic
Treasurer	James Butler	Southeastern CT Council of Governments
Director	Tucker Braddock	Greater Norwich Chamber of Commerce
Director	Rocco Cavalieri	General Dynamics/Electric Boat, Groton
Director	Robert Congdon	Town of Preston
Director	Gary Goeschel	Town of East Lyme
Director	David Hammond	Private Citizen, Pawcatuck
Director	Thayne Hutchins	Mohegan Tribal Nation, Uncasville
Director	Jerry Lamb	Naval Submarine Medical Research Lab, Groton
Director	Maria Miranda	Miranda Creative, Norwich
Director	Richard Matters	Town of Franklin
Director	Ronald McDaniel	Town of Montville
Director	Robert Mills	Norwich Community Development Corp.
Director	Ernie Muccio	Jewett City Savings Bank, Jewett City
Director	Sean Nugent	Preston Redevelopment Agency, Preston
Director	Mark R. Oefinger	Town of Groton
Director	Mel Olsson	SECT Central Labor Council, Groton
Director	Naomi Otterness	Private Citizen, Groton
Director	John "Bill" Sheehan	IT Consultant, Waterford
Director	Tony Sheriden	Chamber of Commerce of Eastern CT
Director	Donna Simpson	Private Citizen, New London
Director	Gabriel B. Stern	CT Municipal Electric Energy Coop., Norwich
Director	Robert Tabor	Stanton Bay Capital, LLC, Stonington
Director	Zachary Tomblin	Frontier Communications Corp., Norwich
Director	Marjorie Valentin	Three Rivers Comm. College, Norwich
Director	Tricia Walsh	Greater Mystic Chamber of Commerce
Ex-Officio Director	Andrew Maynard	State Senator, 18th District
Ex-Officio Director	Paul Formica	State Senator, 20th District
Ex-Officio Director	Ayanti Grant	Office of Congressman Joe Courtney
Ex-Officio Director	Patricia Paesani	CT Dept. of Economic & Community Dev.
Ex-Officio Director	John Beauregard	Eastern CT Workforce Investment Board



Photo of Board members Bill Sheehan, Mark Oefinger, Senator Maynard, Naomi Otterness, Jim Butler, Tom Wagner and Bob Mills taken at the Submarine Force Museum, Groton nearly a decade ago!

Nominating Committee Report

BOARD OF DIRECTORS

The Nominating Committee, consisting of John Beauregard, Richard Erickson, Mel Olsson, J.W. (Bill) Sheehan, Tony Sheridan, Donna Simpson (Chair) and Gabe Stern, nominates the following individuals for election to the Board of Directors or to officer positions.

TERM EXPIRING DECEMBER 31, 2019

John Beauregard

President, Eastern CT Workforce Investment Board

Workforce Development

James Butler

Executive Director, Southeastern CT Council of Governments

Council of Governments

Michael Carey

Attorney, Suisman Shapiro

Business Community

Robert Congdon

First Selectman, Town of Preston

Council of Governments

Richard Erikson

Planning Consultant

At Large

Todd Postler

Greater Norwich Area Chamber of Commerce

At Large

Donna Simpson

Private Citizen

At Large

Gabe Stern

Director, CT Municipal Electric Energy Cooperative

Utilities

OFFICERS FOR 2017

Chairman:

Charles Seeman

1st Vice Chairman:

Michael Carey

2nd Vice Chairman:

Richard Erickson

Treasurer:

James Butler

Secretary:

Ed Dombroskas

We wish to offer a special *thank you* to the following Directors who had to step down from the Board due to career changes: **Tucker Braddock** (Greater Norwich Area Chamber of Commerce), **Rocco Cavalieri** (General Dynamics/Electric Boat), and **Tricia Walsh** (Greater Mystic Area Chamber of Commerce).

RETIRING BOARD OF DIRECTORS

We wish to thank and acknowledge three individuals who have given much to the organization. Their dedication and leadership will be missed. The following individuals will be leaving the Board at the conclusion of this Annual Meeting.

**Mel Olsson
Robert Tabor
Marjorie Valentin**

**Organized Labor
Banking
Higher Education**

Thank you!!

STAFF

DIRECTORATE:

**Interim Executive Director
Director of Administration
Financial Consultant**

**Sean T. Nugent, PhD
Patricia Glynn
Terri Alaimo**

ECONOMIC DEVELOPMENT & MARKETING:

Director

Juliet Hodge

LOAN PROGRAM:

Director

Ann Chambers

CONNECTICUT PROCUREMENT TECHNICAL ASSISTANCE PROGRAM (CT PTAP):

**Director
Procurement Specialist
Procurement Specialist
Procurement Specialist
Procurement Specialist**

**Lisa Wood
Debbie Smith
Nicole Melville
Frank Dixon
Robert Sember**



Staff pictured above: Lisa, Pat, Frank, Bob, Debbie, Nicole, Annie, and Juliet



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